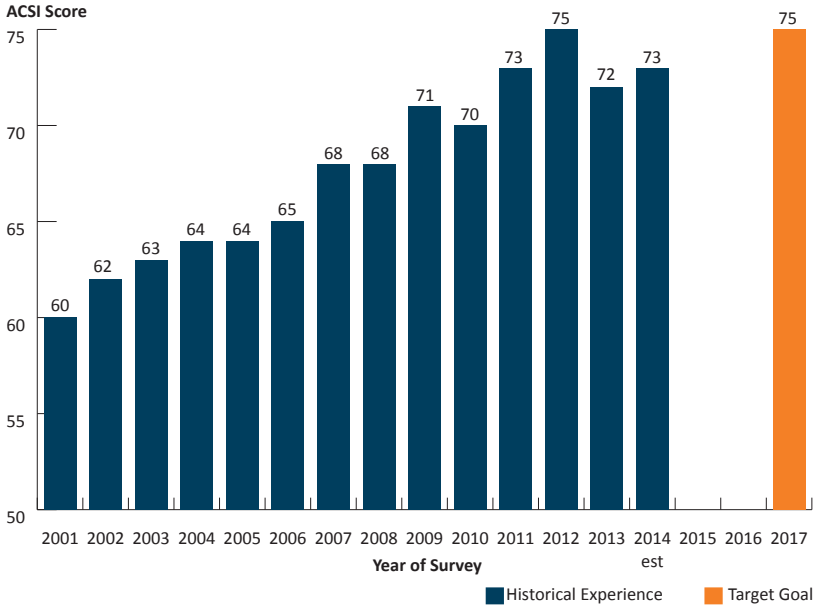
IRS Oversight Board
IRS Long Term Measures and Target Values

The Oversight Board tracks IRS progress on its long term measures and associated target values and shares that information with stakeholders, via this series of graphs on the Board's website, as a way of assessing progress toward the strategic goals articulated in the *IRS Strategic Plan*. These long term measures assess key factors such as taxpayer satisfaction, employee engagement, the performance of IRS computer systems, and voluntary compliance. In most instances, the progress being tracked by these long term measures is reflective of IRS' performance. However, for some of the measures, the progress involved is a result of both the efforts of the IRS and the broader tax community, including return preparers, tax software providers, and taxpayers themselves.

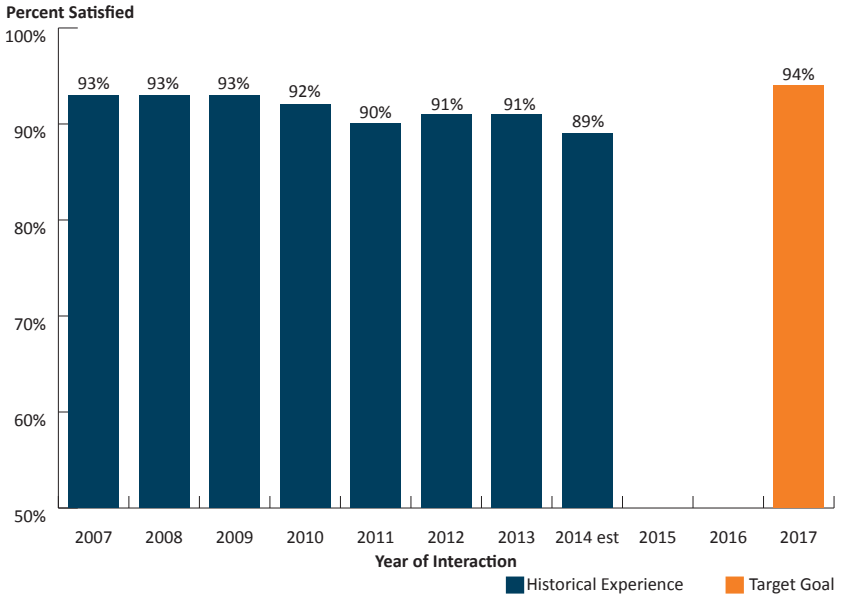
American Customer Satisfaction Index Score for Individual Tax Filers

Compiled by a private company and building upon a public/private partnership, the American Customer Satisfaction Index (ACSI) is a national cross-industry measure of customer satisfaction with the quality of products and services available to household consumers in the United States. The ACSI also captures data on the satisfaction of recipients of services from the federal government, including the IRS. Since 1999, many federal agencies have used the ACSI as a standard metric for measuring citizen satisfaction. The ACSI customer satisfaction score for individual income tax filers is measured on a 0 - 100 scale and assesses taxpayer satisfaction with the IRS return filing processes. The target value is for the ACSI score for tax filers to be at least 75 by the year 2017.



Satisfaction with Service

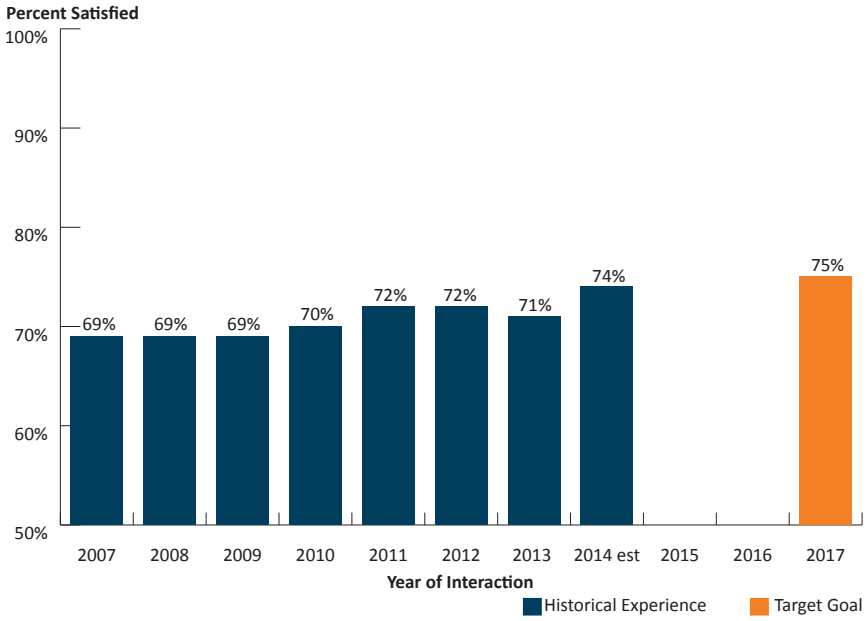
This measure gauges taxpayer satisfaction with the services they received in-person at IRS offices as well as through toll-free telephone service. It captures data on the vast majority of IRS service program interactions with taxpayers through these channels. Providing good IRS customer service enables taxpayers to understand and meet their tax obligation. The IRS target value is 94 percent by the year 2017.



Updated January 2015

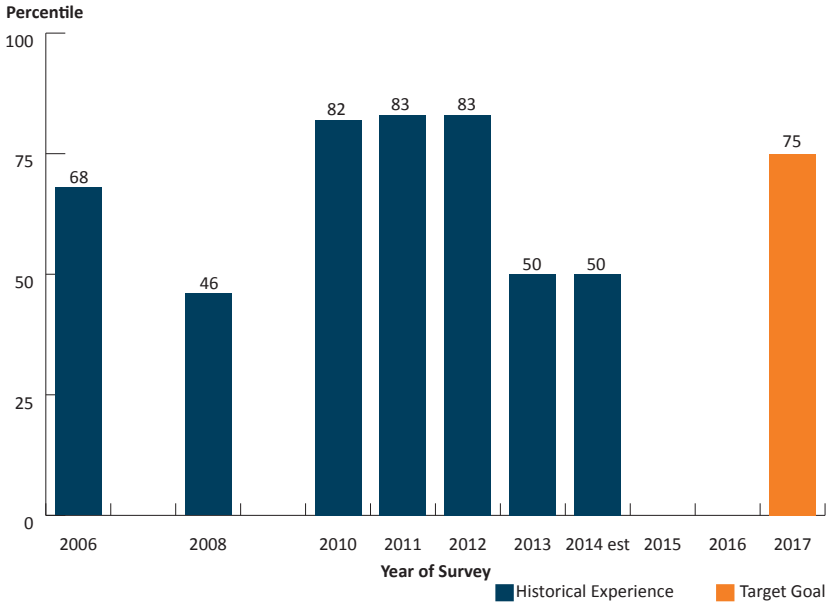
Satisfaction with Enforcement Process

This measure gauges the extent to which taxpayers contacted as part of IRS enforcement efforts, such as an examination or collection action, feel that the process they experienced was satisfactory. To meet its mission, the IRS must enforce the tax laws in a fair manner. This measure captures data on the vast majority of enforcement program interactions with taxpayers. It attempts to measure taxpayer satisfaction independent of the ultimate outcome of the enforcement activity, although it is likely that the final outcome of an IRS compliance contact impacts the rating some taxpayers provide under this measure. The IRS target value is 75 percent by the year 2017.



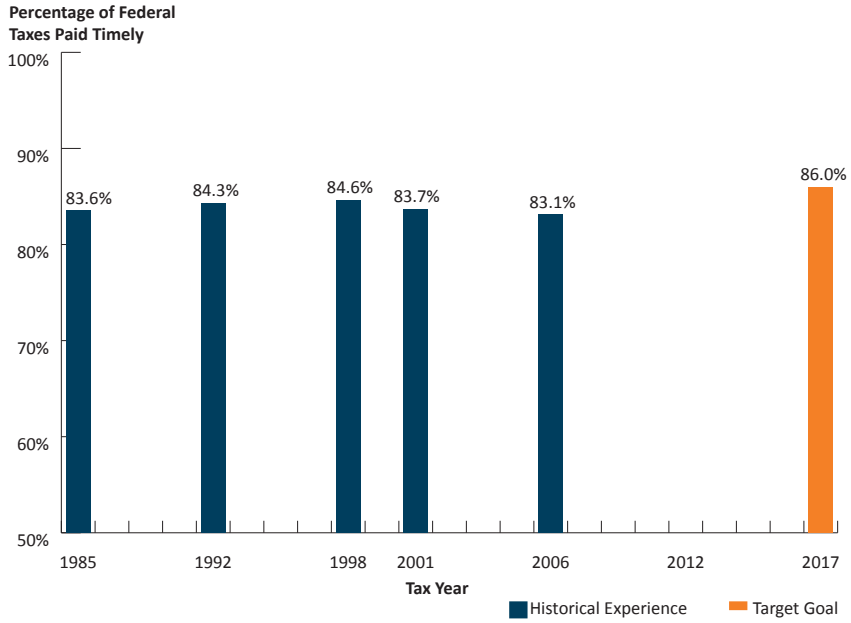
Employee Engagement: IRS Percentile Ranking Among Large Federal Agencies

The U.S. Office of Personnel Management conducts an annual survey of federal employees to obtain feedback on a wide range of workplace issues. Using 11 questions from that survey, the IRS has developed an index that measures employee engagement and uses the index to compare itself to other large Federal agencies with 20,000 or more civilian employees. Studies have shown that engaged workers are more productive and lead to higher customer satisfaction, compared to a disengaged workforce. The target value is for the IRS to once again be in the top quartile among the large federal agencies by the year 2017 based on the employee engagement index.



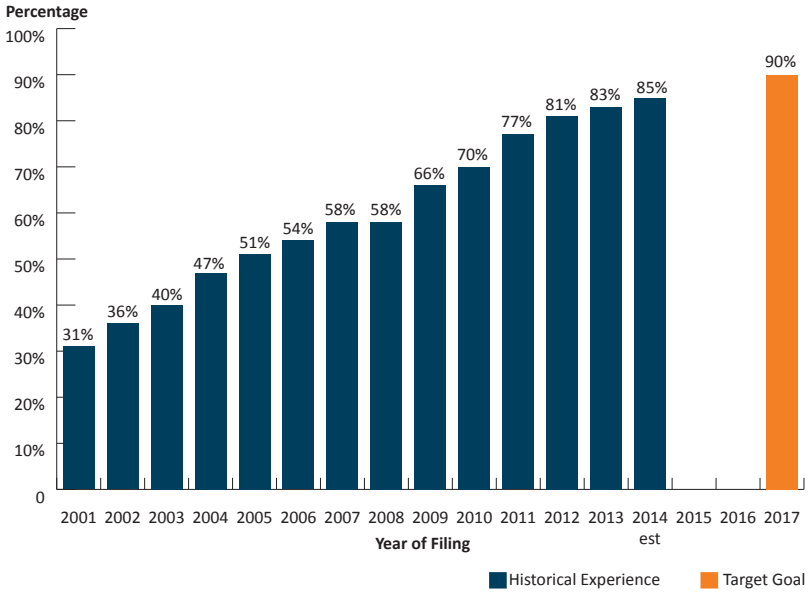
Voluntary Compliance Rate

The Voluntary Compliance Rate (VCR) is a periodic IRS estimate of the amount of tax for a given year that is paid voluntarily and timely. It is expressed as a percentage of the estimate of true total tax liability for that year, reflecting the impact of non-filing, underreporting, and underpayment, combined. The VCR is based heavily on results from the IRS National Research Program evaluation of a statistical sample of individual income tax returns, combined with additional estimates for other taxpayer segments. The target value is to reach a VCR of 86 percent by tax year 2017.



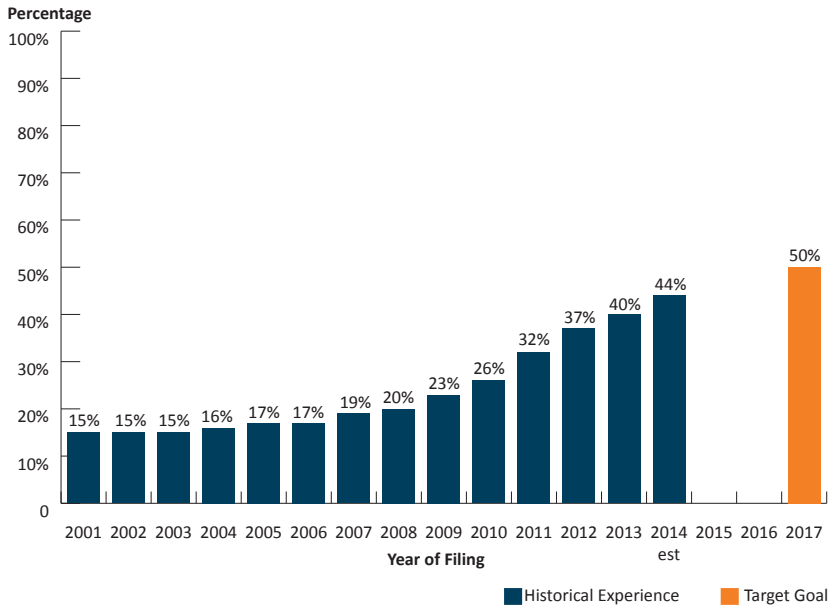
e-File Rate: Individual Income Tax Returns

As a strategic measure specifically articulated in the *Internal Revenue Service Restructuring and Reform Act of 1998*, the rate of electronic filing for individual tax returns is an important gauge of progress in the advancement of electronic tax administration. Increased electronic filing reduces the number of returns submitted with errors and also saves on IRS processing costs. The target value is for 90 percent of all individual income tax returns to be filed electronically by the year 2017.



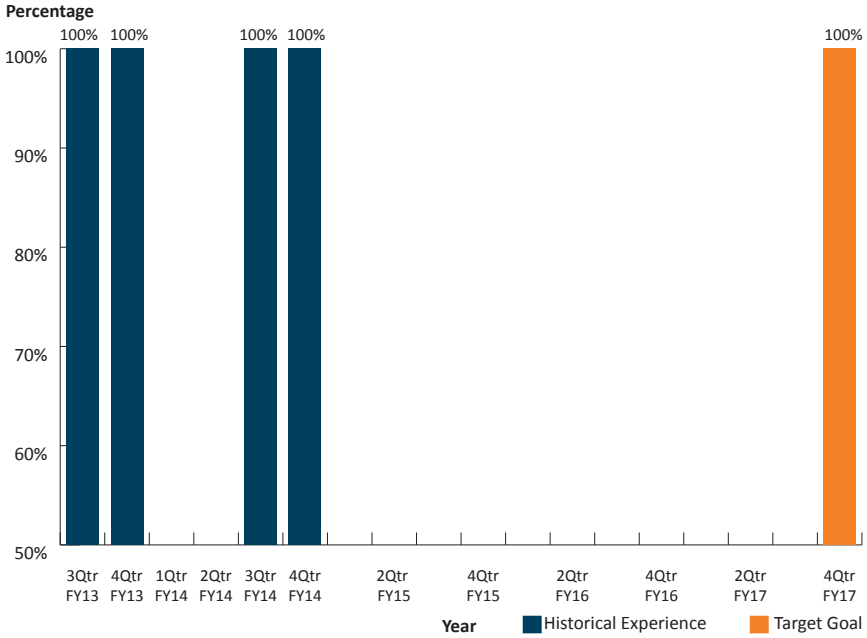
e-File Rate: Business Tax Returns

Complementing the measure for individual income tax returns and thereby delivering similar benefits, this measure also gauges progress on electronic tax administration by focusing on the percentage of tax returns filed electronically by businesses. It covers return types such as corporation and partnership income tax returns, employment tax returns, excise tax returns, and others. The target value is for 50 percent of all major business tax returns to be filed electronically by year 2017.



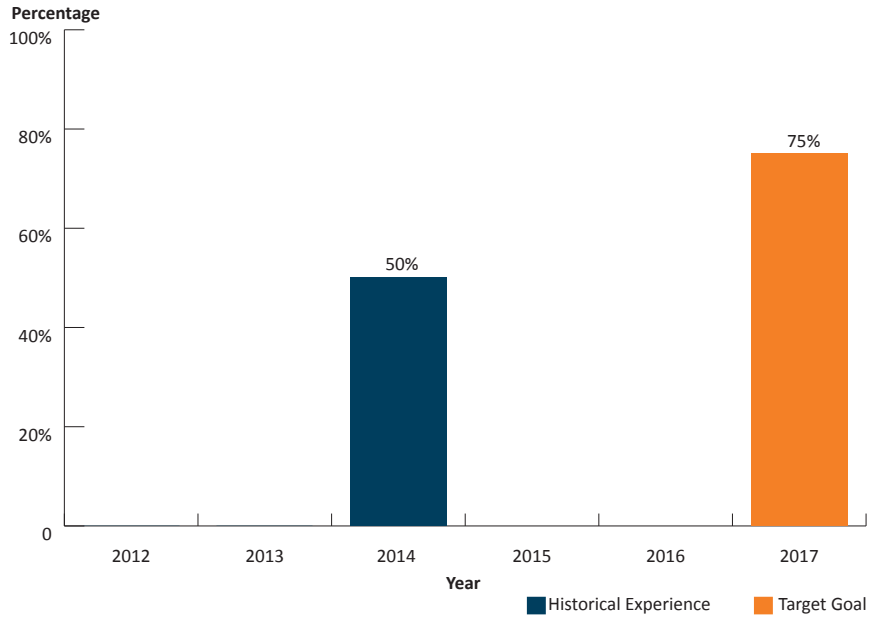
IRS.gov Availability

This measure gauges the degree to which the IRS internet portal, IRS.gov, is properly functioning and available to the public. Nearly a quarter of U.S. adults access this official IRS website at least once a year—resulting in approximately 400 million web page visits, annually. As a result, it is critical that the IRS website be available for use at all times to serve taxpayers and tax professionals. The IRS target is for IRS.gov to be available nearly 100 percent of the time through the year 2017.



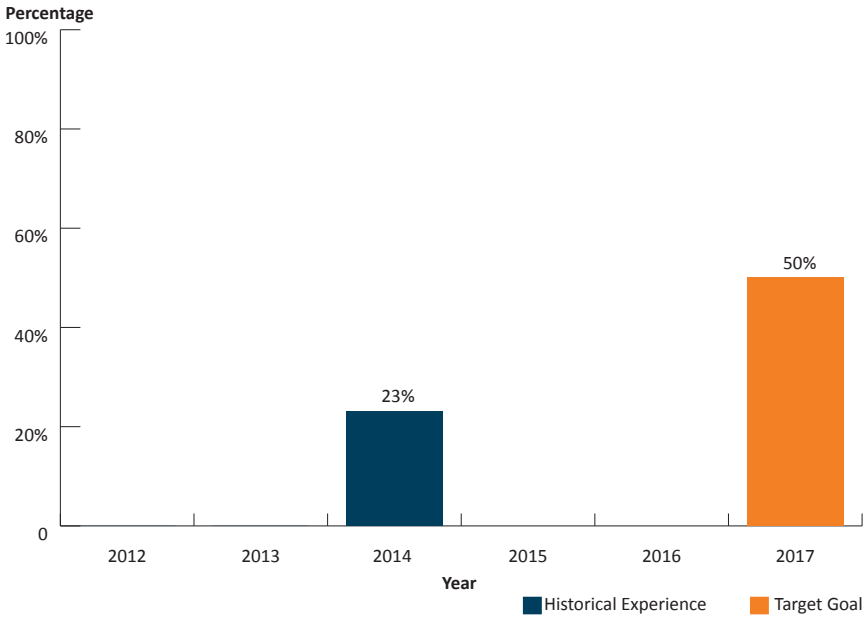
Availability of Services Electronically

This measure gauges the extent to which the most frequent services provided to taxpayers across all IRS service channels, including the internet, phone, walk-in and mail, are available to taxpayers on IRS.gov. Increasing the share of information retrieval and account resolution actions taxpayers can accomplish online, solely by themselves, is part of the IRS long term vision for electronic tax administration. The IRS target is to make at least 75 percent of these services available on IRS.gov by the year 2017.



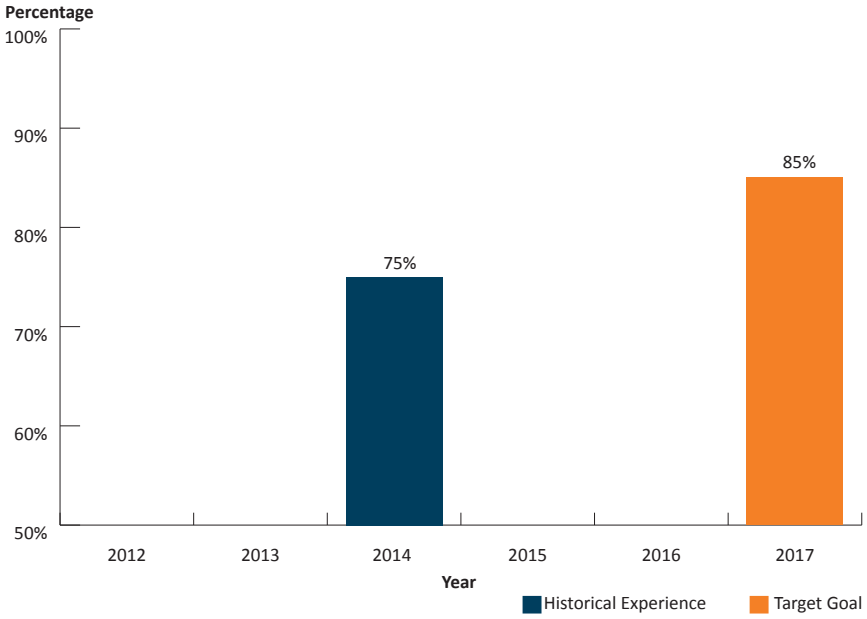
Service Interactions Processed Electronically

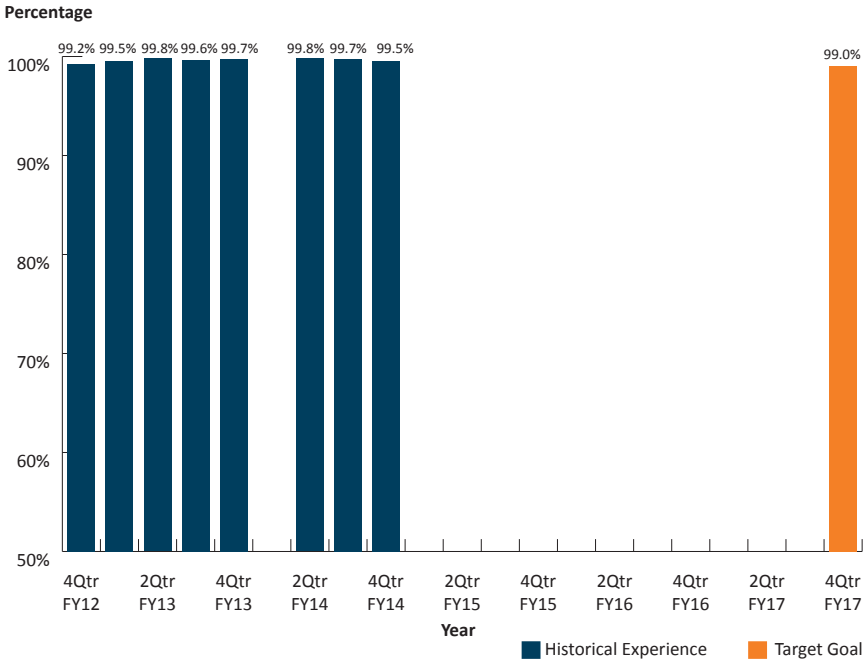
This measure gauges the extent to which the total number of service interactions conducted by taxpayers across all IRS service channels, including the internet, phone, walk-in and mail, are processed electronically on IRS.gov. The IRS long term strategy for electronic tax administration is ultimately to increase the share of taxpayer service interactions accomplished electronically, which should bring about better and faster service to taxpayers, and resource savings to the IRS. The IRS target is to have at least 50 percent of all such interactions processed in an electronic manner by the year 2017.



Software Currency

This measure gauges the extent to which commercial-off-the-shelf (COTS) software products, widely used by employees throughout the IRS, are at least within one version of the most current releases. Keeping IRS COTS software reasonably current ensures that the latest security updates are available to the IRS to protect taxpayer data and IRS systems, and that the full capabilities of given software can be used to serve taxpayers. The IRS target is to ensure that, by the year 2017, at least 85 percent of such software products used by IRS employees reflect either the most current releases, or the second most current releases.



End-to-End Systems Availability

This measure gauges the degree to which certain critical IRS information technology (IT) systems are available to end users, and is essentially the opposite of systems downtime. To serve taxpayers in a prompt and thorough fashion requires that critical IRS IT systems, used by taxpayers and by IRS employees, are available and operating properly with little downtime outside of scheduled maintenance periods. The IRS target is for systems availability to remain at least 99 percent through the year 2017, even as end-to-end monitoring capabilities that underpin this measure are expanded, over time, to cover more IT systems.